

CHAL 1197

Copy No. 12

MEMORANDUM FOR : Acting Chief, DPD

7 OCT 1960

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SUBJECT : Trip Report - Headquarters Assistance Team for [redacted]

REFERENCE : DPD 6681-60, dated 1 September 1960,
Subject as above.

1. INTRODUCTORY

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Per referenced memorandum, a Headquarters assistance team was directed to [redacted] for the purpose of assisting [redacted] in attaining an operational capability to accomplish its assigned mission at the earliest possible date. Team members were [redacted]
[redacted]
[redacted]

[redacted] (Facilities). This report encompasses the activities, findings and recommendations of the assistance team for the period 7 through 30 September 1960 during which time they were at [redacted]

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2. STATUS OF [redacted] UPON TEAM ARRIVAL

a. Personnel - The following key personnel authorized were not and are not presently assigned:

- (1) Operations Officer
- (2) Second Flight Planner (Navigation Officer)
- (3) Supply Officer
- (4) Executive Officer

Other personnel authorized but not assigned included the POL technician and vehicle operator. The maintenance manager was not available for duty until 19 September 1960. The Director of Material was not available for full duty until approximately 14 September 1960.

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b. Equipment

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(1) Airlift cargo from [redacted] was in place and being unpacked.

(2) Surface transported cargo did not start to arrive until after team's arrival. This cargo had not been completely received at team's departure.

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(3) Old [redacted] supply account is in process of being cleared. Equipment being returned to Project Depot.

c. Facilities

(1) Administration buildings in process of renovation. (Tav-
ettions, painting, new power line for Communications Center, etc.)

(2) Facilities improvement program in progress was not adequate to provide for squadron requirements.

(3) Previous occupants had departed leaving area disorganized and untidy.

(4) Entire facilities and area lacking in upkeep and repair.

3. GENERAL SCHEDULE OF ACTIVITIES

a. Period 7 - 18 September 1960:

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(1) Briefed Commander and staff on team objectives.

(2) Reviewed and discussed [redacted] Mission Directive and CHALICE Tactical Doctrine.

(3) Established operational procedures and controls and set up schedule of events for locally planned and directed flying training.

(4) Conducted ground training on celestial navigation procedures and techniques.

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- (5) Planned and conducted transition and navigation training missions.
- (6) Developed, produced and implemented necessary SOPs, checklists and associated forms.
- (7) Surveyed area for required facility improvements and submitted consolidated work order request to Installations Engineer Office. Briefed IEO and Engineer Staff on detailed requirements.
- (8) Determined space allocation.
- (9) Assisted and advised on all phases of operations and logistics activities and procedures.

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- (10) Conducted periodic critiques with Commander, [redacted] IV and staff.

b. Period 19 - 25 September 1960:

- (1) Unit conducted necessary maintenance with ground and air calibration of sextant and compass systems to bring all aircraft to desired standards.
- (2) Continued development and production of SOPs and checklists.
- (3) Discussed CPX procedures and provided Headquarters Project CHALICE with canned CPX missions.

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- (4) Discussed and insured understanding of the [redacted] manual procedures by necessary staff personnel.
- (5) The unit exerted a major effort toward organizing and cleanup of detachment area and facilities.

- (6) Continued assistance and advice on operational and logistical activities and procedures.

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- (7) Conducted periodic critiques on progress with [redacted] IV Commander and staff.

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c. Period 26 - 30 September 1968:

(1) Planned and conducted navigation training missions.

25X1A (2) Discussed and outlined mobility requirements for [redacted] "Concept" with Commander, staff, and all section chiefs.

25X1A (3) Completed draft of "Logistics Annex" for Operations Plan covering [redacted] operation.

(4) Unit participated in C PX and conducted Headquarters' directed training missions. The assistance team monitored this exercise giving advice only when requested.

(5) Discussed continuation program for training and preparation for operational readiness with suggested priorities for accomplishment.

(6) On 30 September the team conducted critiques on C PX and team visit. This concluded Assistance Team activities.

4. CONCLUSIONS

a. Personnel shortages are handicapping the unit in normal training operations and are precluding attaining a staging capability in support of the primary mission.

b. The majority of assigned operations personnel lack previous experience in project operations. However, their demonstrated competency in their basic specialties should provide for their complete checkout in the minimum of time.

c. Practically all personnel assigned to material activities have had previous experience and are highly qualified and capable of maintaining assigned aircraft and equipment to desired standards.

d. Operational SOPs and checklists now in possession of the unit are adequate as firm guides for the planning, directing, and controlling of flight operations.

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e. Mobility checklists appear adequate to insure timely deployment of necessary equipment and supplies to support a staging operation.

f. After the planned November staging and the experience gained therefrom, and with the input of authorized key personnel, the unit should have the full capability to perform its assigned mission.

g. Programmed improvements should provide the unit with adequate facilities to conduct their training operations.

h. The assignment of a third aircraft maintenance ground crew should provide adequate Manning for the Maintenance Section.

i. The two airmen assigned to maintain T-33 aircraft are engine mechanics and not qualified as crew chiefs on these aircraft. The senior maintenance man assigned to the administrative aircraft section is not jet qualified. This could add up to sub-standard maintenance on the administrative aircraft unless very close supervision is exercised by command and staff personnel.

5. RECOMMENDATIONS

a. That special emphasis be placed on filling all authorized personnel Manning positions.

b. That the possibility of contracting one civilian mechanic to supervise maintenance on T-33 aircraft be investigated.

c. That equipment to implement the [] mobility plan be fabricated as soon as possible.

d. That the physical improvement program be aggressively monitored to assure completion at the earliest possible date.

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a. That a follow-up inspection and operational readiness exercise be conducted in the near future.

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DPL/OPS

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DPL/OPS

Attachments:

- 1 - Operations Report
- 2 - Materiel Report
- 3 - CPX Report

Distribution:

- 1 - AC/DPD w/att
- 2 - DPD/OPS w/att
- 3 - DPD/CHAL w/att
- 4 - DPD/COMMO w/att
- 5 - DPD/INTEL w/att
- 6 - DPD/FIN w/att
- 7 - DPD/MB w/att
- 8 - DPD/SO w/att
- 9 - DPD/PERS w/att
- 10 - DPD/COVER w/att
- 11 - DPD/ADMIN w/att
- 12 - DPD/RI w/att

DPL/OPS/JG/pd (6 October 1960)

Attachment #1 to CHAL 3197

OPERATIONS REPORT

1. OPERATIONS SECTION

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a. In the absence of permanently assigned personnel to this section, the intelligence officer is the Acting Director of Operations with an admin clerk from the Command Section temporarily handling administrative matters. [redacted] who will eventually be the Air Operations Supervisor, was available only during the first four days of his temporary duty assignment and consequently benefited very little from the team's visit.

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b. [redacted] the Acting Operations Officer, is a very energetic individual and is functioning extremely well in a relatively unfamiliar assignment. The temporary operations clerk, while completely unfamiliar with operational procedures, showed good progress in grasping the basic essentials to performing his job.

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c. Initially, the operations officer was given a broad picture of the functions of the Operations Section and briefed on necessary procedures to be employed in accomplishing these functions. As the team's visit progressed, all aspects of operations were covered in detail. Standing operating procedures published at Detachment "B" and "C" were reviewed for use at [redacted]. Necessary revisions, where required, were made and the SOPs published. The squadron is adhering to these established procedures in its operation. Additionally, necessary forms were printed and the requirement for maintaining status charts and training folders was reviewed. Draft copies of several charts were left with the squadron for reproduction.

d. With the overall Operations Section presently undermanned, additional duties were assigned to the U-2 pilots to offer some relief to the workload on staff personnel. These assignments were as follows:

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- Assistant Operations Officer

Aircraft Performance Engineer

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Flying Safety Officer

T-33 Standboard Pilot

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T-33 Instructor Pilot

2. FLIGHT PLANNING SECTION

- a. Only one of the two authorized detachment navigators is presently assigned. This officer is well qualified in his basic specialty and is highly motivated with his assignment, which should accelerate his complete checkout in the minimum of time.
- b. The detachment navigator received comprehensive instruction in all possible phases of U-2 and U-3C aircraft flight planning. The CHALICE Flight Planning Document was reviewed in detail and used as the primary SOP for all training missions flown. Adherence to the CHALICE Tactical Doctrine was stressed and applied to flight planning whenever applicable. Necessary SOPs, checklists and forms were published and placed into use. Required records and files were established and are being maintained.
- c. The training missions flown stressed mission profiles, aircraft performance, planning of flight lines, day celestial navigation, and chart and log preparation and procedures. The evaluation and scoring of mission accomplishments was also stressed. In addition, during the EPPX missions, special equipment planning and operation was introduced.
- d. The requirement for developing precise fuel consumption data for all assigned aircraft was discussed in detail. The recommended continuation training program includes a minimum of two long range missions per aircraft whereby necessary performance data can be compiled. Fuel curve templates for each fuel loading for each aircraft are being developed. [redacted] has been appointed to assist the flight planner in this area.
- e. The recommended follow-on program also includes flight planning for all of the primary systems with priority on the [redacted] packages. Flight shake-down of the unit [redacted] gear is scheduled

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to commence the week of 3 October 1960.

f. Ground school was conducted for all pilots and the detachment navigator in sextant operation, day celestial navigation procedures and taflight application of celestial sightings. In addition, all sextants were removed from the aircraft and bench calibrated. Aircraft sextant mounts were realigned to insure correct heading information.

g. All aircraft compass systems, both primary and standby, were ground swung and compensated. An air swing was then accomplished on each aircraft and necessary deviation cards prepared. The detachment navigator was checked out in these calibration procedures.

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h. The [redacted] Control Manual was reviewed and discussed in detail. Accuracy and timeliness in the preparation and dispatch of control messages was stressed.

3. U-2 AIRCRAFT FLYING ACCOMPLISHMENTS

a. During the period 9 through 29 September 1960, the squadron flew 13 U-2 sorties broken down as follows:

4 - Maintenance

2 - Low Altitude Transition

5 - High Altitude Navigation

2 - CPX Missions (High Altitude)

b. For the follow-on program, the assistance team recommended four high altitude navigation missions be flown each week. In addition, pilot proficiency missions would be scheduled as needed to maintain desired proficiency. This schedule should afford approximately 19 hours and 3 plus sorties per pilot per month.

4. BRIEFINGS, DEBRIEFINGS AND CRITIQUES

The requirement for conducting formal briefings and debriefings

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for all missions was established prior to the commencement of any flying program. Appropriate checklists were formulated for each section and are in use. A formal weekly critique is being held each Monday covering the previous week's flying activities.

5. PERSONNEL EQUIPMENT SECTION

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This section is adequately manned and is up to its authorized strength although one airman technician has yet to report in.

[REDACTED] the PE officer, is exceptionally well qualified having four years experience with the project. The two technicians on hand while new to the project appear to be technically qualified and exhibit an eager attitude toward their assignment. The PE facilities are adequate. Considerable work has been expended in improving the physical layout of the section. Necessary SOPs and checklists have been published and are being followed.

6. INTELLIGENCE SECTION

a. As aforementioned, the assigned intelligence officer is the acting detachment operations officer. This has precluded his active participation in intelligence functions. The P. I. side, however, is well established and functioning effectively.

b. Mission plotting and scoring procedures have been established. Normally, the tracker camera negative is used for the plotting of training missions. However, once a week a dupe positive will be prepared to afford the P. I. necessary practice in plotting from the positive.

c. Critique chart boards have been prepared which reflect planned versus actual route flown for use during the weekly critiques. Other necessary procedures for the retirement of mission folders have been established in conjunction with the operations and flight planning sections.

7. WEATHER SECTION

a. Procedures have been established which provide the necessary weather support for locally planned training missions. The

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[redacted] forecast from ECEN provides necessary weather and wind information. [redacted] emergency field forecasts and emergency altitude winds are acquired from the base weather station.

b. Necessary weather briefing aids, forms and checklists have been prepared and placed into use.

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c. Applicable [redacted] messages were reviewed with the assigned weather officer and were correctly used and prepared during the CPX.

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Attachment #2 to CHAL 1197

MATERIAL REPORT

1. SPACE ALLOCATION

- a. Overall space allocations were finalized by Friday, 16 September. Adequate space has been provided for all sections.
- b. After determining storage space requirements, a coordinated decision was made to keep one hangar (Building #4402) as primary bulk storage area.
- c. One large hangar (Building #4505) is being used as a processing point for incoming cargo and temporary storage for three CHALICE aircraft (disassembled). This area would also be the most suitable for assembling equipment for newly forming units. When there is no longer a requirement for the hangar for either of the above reasons, it should be turned back to Edwards AFB.
- d. Building #4502 is being used for security personnel and contract guards. A portion of this building can be used.
- e. Building #4401 can be returned to Edwards AFB assets immediately.

2. INSTALLATIONS IMPROVEMENT PROGRAM

- a. A survey of facilities was made to determine what physical improvements should be made. From the results of the survey a work order request to the Installation Engineer was prepared covering the following general improvements.
 - (1) Thorough check of electrical wiring in hangar.
 - (2) Necessary painting and floor tiling.
 - (3) Addition of electric lighting.
 - (4) Securing and necessary wiring of powered machine equipment.
 - (5) Interior improvement of small building east side of hangar to provide office space for D/M, clerk, Pt. & representative

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and administrative aircraft maintenance section. Approximately half of this building will also be used to house some automatic coin machine dispensers and provide lunch room space.

(6) Provide floor drain in 70x14 processor room.

(7) Add battery room and oxygen storage room to east side of hangar. Construction will meet electrical and safety codes.

(8) Secure briefing room and add soundproofing.

(9) Provide more secure and quieter working space for operations and intelligence officers.

(10) Construct lean-to on north side of Building #4506 to house 10 KVA emergency generator for Commo Center.

ILLEGIB (11) Install several window air conditioners (units in possession of [redacted]) where required.

(12) Inspect and provide necessary service on presently installed air conditioning units to bring them up to peak efficiency.

(13) Raze the following:

(a) Building #4469

(b) Windbreak on northwest end of hangar.

(c) "T" log of Building #4502.

(d) Miscellaneous sheds and lean-tos in area.

3. TRANSPORTATION

a. Adequate transportation presently exists. Trip tickets are being used in accordance with applicable directives.

b. Motor pool at Edwards AFB is performing vehicle inspections.

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c. Designated parking areas are being established for both government and personal vehicles. This must be monitored by the Commander to prevent violation.

4. AIRCRAFT MAINTENANCE

a. General maintenance procedures look good with no foreseeable management problems.

b. Aircraft records appear in good condition and personnel are familiar with proper methods to be used in maintaining forms and historical records. A well organized system of maintaining current modification status is in force.

c. A suggested program for maintaining history of aircraft maintenance statistics was presented to the D/M and maintenance manager. Agreement was reached on the items considered to be of future interest to the project and the Commander.

d. Manning for the aircraft maintenance section is extremely austere. In considering the anticipated flying training program, R&D work, the personnel working on hourly rates of pay versus contract pay, number of mission aircraft to be assigned, and the amount of hangar and associated real estate to be kept clean and orderly, the assistance team strongly recommends the assignment of an additional aircraft ground crew [redacted]

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e. The unit proposes to maintain the administrative aircraft in the main hangar. This should pose no great problems as hangar space is adequate. There will be some times when base specialists will be required to enter the hangar but security should be able to provide escort service for these instances. Two T-33 aircraft and one U-3A presently assigned should provide plenty of training time for all assigned flying personnel. The unit should weigh very carefully the advantages and disadvantages of moving these aircraft from their present location at main base.

5. SUPPLY

FAK was shipped complete from Attachment 4. The kit should fit adequately in the space provided. Stock record cards are up-to-date. The same applies to the Special List of Equipment (SLOE). The unit should carefully estimate its requirements for

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SLOCK items including ground handling equipment and return all items not required to the Project Depot. The unit still does not have all the cargo shipped from Detachment C. Unpacking is still in process. When all equipment and supplies are received, a thorough inventory should be completed and records adjusted by IAV or survey as applicable.

6. SUPPLY ACCOUNTS

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[REDACTED] is presently closing out the old [REDACTED] supply account. Plans are to redesignate the present [REDACTED] account as the new [REDACTED] account. Caution should be exercised so that the present [REDACTED] account is not redesignated until the old [REDACTED] account is certified as completely cleared with Project Depot.

7. SPECIAL EQUIPMENT

a. Space is adequate and personnel have done a good job in setting themselves up for business. "B" configurations were flown on CPX missions. Due to limited film storage space all film considered excess to unit requirements was returned to the Project Depot.

b. Unless a specific requirement exists for the one A-1 and one A-2 configurations presently on hand in the unit, recommend these be returned to project depot for storage.

8. RADIO AND ELECTRONICS MAINTENANCE

Shop space is considered adequate and personnel have most of the equipment in place and ready for operation. Personnel are in process of determining System 3 and 6 capability in aircraft now assigned.

9. TRACKER AND SEXTANT MAINTENANCE

This unit consists of one individual who appears to be well qualified. It is still a little premature to say that he can adequately handle the workloads which can be generated with this equipment. This will have to be monitored very closely before a decision can be made relative to adequate manning.

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10. MOBILITY

- a. Several meetings were held with staff personnel and section chiefs. The fast move concept was outlined in detail and answers provided to all questions asked.
- b. Supply and equipment checklists for pre and post strike operations were compiled and included in a draft Operations Plan for the Unit.
- c. Basic trailers to be used by the unit to provide mobility for the staging kits are on requisition and should be available approximately 1 October. A brochure on the Detachment B staging kit is in possession of the unit and should provide valuable assistance in fabrication of the finished product.
- d. Emphasis was placed on the fast move mobility concept because it forms an excellent nucleus for expanded operations when required. Time would not permit finalization of all types of mobility plans. These must be developed by the unit as required.
- e. If sufficient emphasis is placed on the construction of a totally mobile kit, with consideration given to providing required flying time for pilot training and known operational commitments, the kit should be ready for deployment by 1 December 1969. This does not mean the unit cannot deploy in the interim period. At present the unit does have a definite deployment capability, equipment-wise, in the form of two planes (a 10-day plan and a 30 day plan).

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Attachment 13 to CHAL 1197

CPX REPORT

1. A CPX in conjunction with two Headquarters directed missions was accomplished on 28 and 29 September 1960. Mission equipment was the "B" package and tracker camera. Mission requirements were six flight lines and a day celestial navigation log comprised of 5 LOPs. A breakdown of rated items and results follows:

<u>ITEM</u>	<u>RATING</u>
a. Flight Planning	Satisfactory
b. Briefing and Debriefing	"
c. Adherence to SOPs	"
d. Adherence to Checklists	"
e. <input type="text"/> Control Messages	
(1) Timeliness	"
(2) Accuracy	"
f. Aircraft Operation	"
g. Equipment Operations	
(1) "B" Package	"
(2) Tracker	"
h. Mission Scores	
(1) Take-off Times	On Time
(2) Average Flight Line Error	1/3 NM
(3) Average Celestial Error	9.9 NM
(4) Average Fuel Reserve Prediction Error	4 Gal.
i. Overall CPX and Mission Ratings	Excellent

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